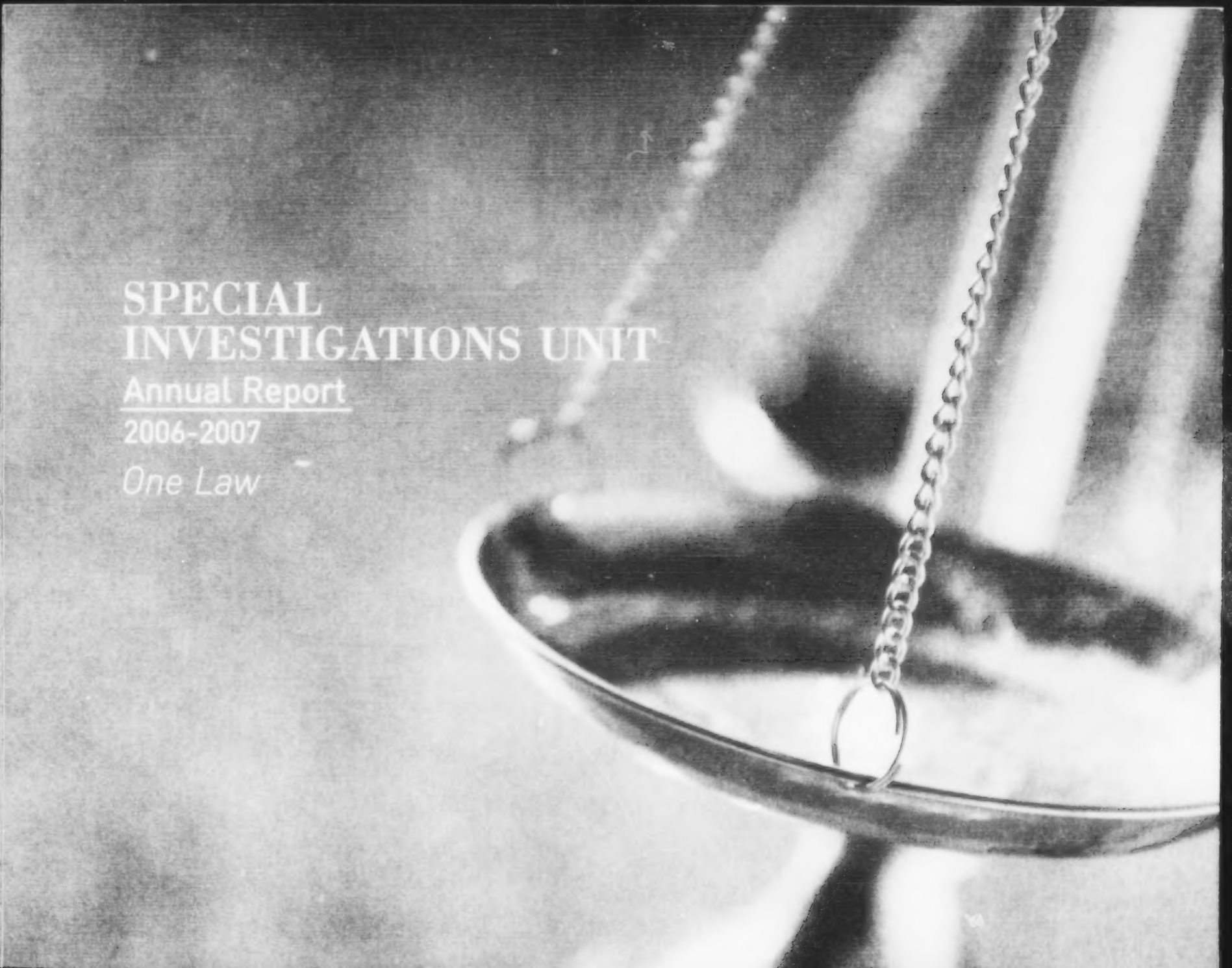

SPECIAL INVESTIGATIONS UNIT

Annual Report

2006-2007

One Law

SIU Special Investigations Unit

UES Unité des enquêtes spéciales

Independent Investigations - Community Confidence • Enquêtes indépendantes - Confiance de la collectivité

June, 2008

The Honourable Chris Bentley
Attorney General of Ontario
720 Bay Street, 11th Floor
Toronto, Ontario
M5G 2K1

Dear Mr. Attorney General:

Pursuant to the Memorandum of Understanding between the Ministry of the Attorney General and the Special Investigations Unit, I am pleased to present to you the Annual Report of the Special Investigations Unit for the year ending March 31, 2007.

Yours sincerely,

James L. Cornish
Director

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MESSAGE FROM THE DIRECTOR

In 2006-07, the SIU experienced a 16% increase in the number of occurrences it investigated over last year, the second successive year in which there was an appreciable increase in the Unit's caseload. The investigation, forensic identification and administration teams rose to the challenge to ensure the operations of the office continued in a professional and efficient manner.

By ensuring that the conduct of police officers in cases involving serious injury or death is subjected to professional and independent investigation, the SIU does service to the important values of the *rule of law* and *police accountability* in a free society. Indeed, the Unit's motto of *One Law* reflects the fact that the SIU plays a part in holding police officers to the same law as everyone else. While the SIU is only concerned with applying the criminal law to police actions, leaving other actors in our system of justice to concern themselves with questions of potential provincial offences, civil liability or professional standards, the Unit has been recognized as a bulwark of democracy in Ontario. In the pages that follow, the reader will get a sense of the vitally important work performed everyday by the members of the SIU on behalf of the citizens of Ontario.

The year was one marked by meeting considerable challenges and adding value to the work of the Unit. And so *meeting challenges and adding value* is the theme of this year's Annual Report. Meeting the challenge of a substantial and persistent expansion of the caseload, while adding value to investigations with enhanced proficiency in the Unit's forensic identification capacity. Meeting the challenge of growing demands for outreach to various communities, while adding value to the Unit's outreach efforts to complainants and families through the services of the Affected Persons Coordinator. Meeting the challenge of promoting a constructive relationship with First Nations people and communities, and adding value to that pursuit via the continued development of the First Nations Liaison program. Meeting the challenge of balancing expectations of transparency with the need to protect the confidentiality of investigative information, while adding value to the Unit's media relations by making the office more readily accessible to the media during non-business hours. Meeting the challenge of changing landscapes in the world of civilian oversight at home and abroad, while adding value to those movements by widening the Unit's doors to academic research and lending the SIU's voice to the discourse around these events. These and other ventures of the Unit in 2006-07 are documented in this Report.

Part of every year includes planning for the future. This year saw a number of changes in the internal relations of the Unit which promise to consolidate the talents of its members in the performance of their duties moving forward. These developments culminated with the institution of the Balanced Scorecard process and the retention in 2006-07 of external expertise to help guide the process. One of the main benefits of the Balanced Scorecard process will be harnessing the creativity of the women and men of the Unit and engaging them in the planning process. It is also likely to result in a need to regularize policies, change systems of internal communication, and use more robust performance management and coaching processes. The implementation of this transition to more inclusive and accountable planning is important to me, and is one of the reasons that I agreed this year to extend my term as Director until October 2008.

As always, I commend the women and men of the SIU for their continued commitment and professionalism. I urge those who have questions about the Unit to read this Annual Report. I am sure they will find many of those questions answered.

James L. Cornish
Director

PART ONE

INTRODUCTION TO THE SPECIAL INVESTIGATIONS UNIT

The Special Investigations Unit (the "SIU" or the "Unit") conducts investigations of incidents involving the police that have resulted in death or serious injury, including complaints of sexual assault. The SIU is a civilian law enforcement agency independent of the police. The Unit maintains an arms-length relationship with the Government of Ontario.

Throughout the years, the mission of the SIU has remained clear: to ensure that there is one law. "One Law" is indeed the SIU's catchphrase, chosen by the SIU Director after consultation with staff to emphasize the Unit's dedication to ensuring equal justice before the law among both the police and the policed. The assurance that the criminal law is applied appropriately to police conduct, as determined through independent investigations, allows the people of Ontario to have confidence in their police services.

Police officers have special powers and duties, including the power to detain citizens and to use lethal force when necessary to prevent death or serious injury to the public or to the police themselves. Civilian oversight of police services is thus an important accountability mechanism for the exercise of police powers. The SIU, in the course of its investigations, gathers and assesses evidence, and the Director of the SIU decides whether or not the evidence leads to the reasonable belief that a criminal offence has been committed. If the Director does form such a belief, she or he must lay a criminal charge against the officer, which the Crown Attorney will then prosecute. Conversely, if the Director does not form such a belief, she or he cannot lay a criminal charge against the officer.

The SIU is unique in Canada and Ontario is one of a few jurisdictions worldwide that has an independent civilian agency with the power to both investigate and charge police officers with a criminal offence. As such, the SIU has become a model of civilian oversight for other jurisdictions amid an international movement toward greater civilian accountability of the police.

This section of the Annual Report provides context for understanding the work of the Unit by describing the investigative process and highlighting issues that have, or will have, an impact on the SIU.

THE INVESTIGATIVE PROCESS

The objective of every SIU investigation is to determine whether there is evidence of criminal wrongdoing on the part of police. It is not to determine whether the

officer or officers involved may have committed some lesser offence, such as the breach of a provincial law or professional misconduct under the *Code of Conduct* for police officers.

What the Unit Can Investigate

The jurisdiction of the SIU is set out in section 113 of the *Police Services Act*. Simply put, the SIU conducts investigations into police activity where someone is seriously injured, alleges sexual assault or dies when involved with the police. Complaints about police conduct that do not meet these criteria are referred to the appropriate police service or to another oversight agency, such as the Ontario Civilian Commission on Police Services.

Notification

Police services are legally obligated to notify the SIU of incidents that may reasonably fall within the mandate of the SIU. That is not to say that notification may only be given by police services. Anyone can report an incident to the SIU. In fact, people who indicate they were injured by the police, members of the media, lawyers, coroners and those in the medical profession regularly notify the SIU of incidents they believe fall within the SIU's jurisdiction.

The Investigation

Although the circumstances of every case are unique, the approach to most investigations is the same. The investigative process begins with the assignment of a lead investigator and the deployment of as many other investigators and resources as required. The type of case normally determines how many investigators are initially dispatched. For example, more investigators are typically sent to scenes of incidents involving firearms or a death than to other scenes.

Investigations typically involve:

- Examining the scene and securing all physical evidence;
- Seeking out and obtaining the cooperation of witnesses and taking their statements;
- Monitoring the medical condition of those who have been injured, notifying the families in death cases, and keeping them informed of the progress of the investigation;
- Consulting with the coroner if there has been a death;
- Securing potentially relevant police equipment for forensic examination; and
- Submitting an investigation brief, which is reviewed by the Investigative Supervisor, the Executive Officer (who is ultimately responsible for the quality of investigations at the Unit) and, finally, the Director.

The **lead investigator** plays a critically important role in an investigation. She or he:

- Manages investigative resources and develops a strategic course for the case.
- Coordinates the gathering of evidence and assesses its relevance and importance.
- Secures cooperation from involved parties, including complainants, witnesses and officers, and liaises with the involved police service, lawyers, and the complainant.
- Prepares an investigation brief at the conclusion of the case, which is the basis upon which the Director makes his or her decision.

The SIU's in-house forensic identification team is a pivotal component of most investigations. It is responsible for protecting, collecting, preserving and analyzing the physical evidence. This work includes the interpretation of trace evidence and, in death cases, recording the autopsy process. Where the case calls for more complex forensic examinations of the physical evidence, such as DNA analysis or ballistics, the team liaises with scientists at the Centre of Forensic Sciences in Ontario and other external experts.

The SIU's forensic identification team is widely recognized as a professional and competent unit, with particular expertise in several areas

of forensics, including collision reconstruction and scene mapping. It is managed by two supervisors and is staffed by a squad of forensic investigators.

In 2006-07, the Unit added value to its forensic identification work with an evolving expertise in bloodstain pattern analysis. *Bloodstain pattern analysis* is the examination of the shapes, locations and distribution patterns of bloodstains, in order to provide an interpretation of the physical events that gave rise to their origin. In some cases, this type of examination can be very useful in the reconstruction of events that are at the heart of an investigation. The Unit's investment in cultivating this new identification capacity paid dividends during the course of the year in actual SIU investigations (see, for example, case # 07-TFI-044 in *Case Studies* section of this Report).

Responsiveness to Complainants and Families

Dealing in a compassionate and respectful manner with persons who have been injured and the families of those whose deaths are the subject of an investigation is a priority at the SIU. This is the concern of every member of the office in the discharge of her or his duties. However, in an effort to promote continuity and consistency in the relationship, a single member of the investigation team, assisted by the Affected Persons Coordinator where necessary, will take the lead in liaising with complainants and families. The Affected Persons Coordinator position at the SIU is discussed in further detail in the *Communications and Stakeholder Relations* section of this Report.

SIU outreach to complainants and families often involves education about the SIU, especially at the outset. For most people, it will be their first time dealing with or even hearing of the SIU. They need to know what the SIU is and what it does. They need to understand what they can expect from the SIU in the way of information and future contact. They also need to know that the integrity of the case will largely depend on the confidentiality of information that is obtained, and that there are limits to the amount and type of information acquired during the investigation that the SIU can share.

The Unit informs complainants and families that the general findings of the investigation will be discussed with them at the conclusion of the case. However, in order to protect the integrity of related proceedings and the privacy of witnesses who provided information on a confidential basis to the SIU, they will not be provided with a copy of the Director's Report, nor can every aspect of the investigation be disclosed to them. In cases where the SIU has laid a criminal charge or a charge is brought by a police service with respect to the same incident, the SIU will need to explain that its ability to release information is further limited by the need to protect the fair trial interests of the accused person and the community.

Director's Decisions

Most SIU investigations lead to a decision by the Director about whether she or he has reasonable grounds to believe, based on the evidence, that a criminal offence has occurred.

If the Director's decision is that no such grounds exist, the Attorney General is notified in a written report and the case is closed. If the Director decides that she or he does have reasonable grounds to believe a criminal offence occurred, a charge is laid and the SIU refers the matter to Justice Prosecutions of the Criminal Law Division at the Ministry of the Attorney General, which prosecutes the charge.

In some cases there is no need for the Director to decide whether charges are warranted or not because it becomes evident during the course of those investigations that what appeared to be an incident that came within the SIU's mandate at the time it was reported actually falls outside of the mandate. For example, medical records obtained by the Unit at an early point in the case may disclose that the injury in question is not in fact a "serious injury" (see *Frequently Asked Questions* section of this

Report for meaning of "serious injury"). In these circumstances, the SIU is simply without jurisdiction to continue with the investigation and the Director terminates all further SIU involvement without making a decision on charges. Where this occurs, other processes may be engaged to deal with the matter. For example, a police service may proceed to investigate the incident.

After the Investigation

The SIU typically investigates incidents that are painful for those involved. People want to know what happened and why it happened. They ask about the SIU and how it investigated the matter, including what witnesses said to investigators. While this information is often confidential and subject to privacy laws, the SIU will, to the extent possible, communicate its decision and information regarding the investigation to the injured persons or the families of deceased persons. The chief of the police service involved in the case or the Commissioner of the Ontario Provincial Police are also informed by the SIU. The results of investigations are made public in SIU news releases or through the SIU's website: www.siu.on.ca.

At the conclusion of a case, the investigator who has developed a rapport with the complainant or family will give notice of the Director's decision. The present Director has also made it a practice, upon request, to meet personally with the families of deceased persons and/or their representatives to discuss the results of cases. Finally, when necessary, the SIU's Affected Persons Coordinator will keep in contact with complainants and families after a case has closed to help affected persons continue to cope with the continuing effects of what are often tragic events.

Q A

FREQUENTLY ASKED QUESTIONS

Why does the SIU exist?

Prior to the establishment of the SIU, police services investigated their own officers in Ontario, or in some instances, another police service was assigned to conduct the investigation. There was public concern about a process in which police officers investigated other police officers, particularly in incidents of police shootings where a member of the public had been injured or killed. Simply put, there was a lack of public confidence in a system where police investigated themselves.

As a result, the SIU was formed in 1990 under a new Ontario *Police Services Act*, which established the SIU as an independent, arms-length agency of the government, led by a Director and composed of civilian investigators.

How does the SIU receive notice of incidents?

Most incidents are reported to the SIU by police services. All Ontario police services are under a legal obligation to notify the SIU of incidents of serious injury or death involving their officers.

The SIU is also notified of incidents by complainants themselves or their families, members of the media, lawyers, coroners and those in the medical profession. In fact, any member of the public can notify the SIU of an incident by calling the SIU directly at **1-800-787-8529** or **416-622-0748**, or by e-mailing the Unit at inquiries@siu.on.ca.

Can the SIU investigate all complaints against police?

The SIU has a limited, consequence-based jurisdiction. The Unit conducts investigations into police activity where someone has been seriously injured, alleges sexual assault, or has died. Complaints involving police conduct, services and policies that do not meet these criteria must be referred to other complaint processes.

Is there a time limit in relation to when incidents can be reported to the SIU?

There is no time limit. Incidents can be reported to the SIU days, weeks, months and even years after they have occurred. The SIU often undertakes investigations of historical complaints against police officers. However, the later an incident is reported, the more difficult it may be to uncover the physical and witness evidence relevant to the complaint.

What are "serious injuries"?

The SIU continues to use the definition of "serious injury" that was created by the SIU's first Director, the Honourable John Osler. The definition was published after consultation and has withstood the test of time. Indeed, the Ontario Association of Chiefs of Police has adopted it, recommending to its members that they use this definition in determining whether a case falls within the jurisdiction of the SIU. The Osler definition reads:

"Serious injuries" shall include those that are likely to interfere with the health or comfort of the victim and are more than merely transient or trifling in nature and will include serious injury resulting from sexual assault. "Serious Injury" shall initially be presumed when the victim is admitted to hospital, suffers a fracture to a limb, rib or vertebrae or to the skull, suffers burns to a major portion of the body or loses any portion of the body or suffers loss of vision or hearing, or alleges sexual assault. Where a prolonged delay is likely before the seriousness of the injury can be assessed, the Unit should be notified so that it can monitor the situation and decide on the extent of its involvement.

The key aspect of the Osler definition is the impact the injury has on the individual's life, health and ability to carry on in a normal fashion.

What are the qualifications of SIU investigators?

The SIU's investigative complement consists of personnel who are stationed at the Unit's office in Mississauga, Ontario and investigators who are strategically located throughout the province. This blend allows the head office to oversee and manage investigations, which are typically led by the investigators based there, while retaining the flexibility to respond quickly to incident scenes across the province with investigators that reside closer to the scenes.

SIU investigators come from both civilian and police backgrounds. During the 2006-07 fiscal year and for the first time in its history, the majority of SIU investigators based at the head office came from civilian backgrounds.

All of the Unit's investigators have extensive experience investigating serious incidents, such as deaths, sexual assault allegations, serious assaults, shootings and motor vehicle collisions. The average investigative experience among the Unit's over 40 investigators and forensic investigators is 11 years.

How long do SIU investigations take?

The SIU has set goals for expeditious investigations. The SIU recognizes it is important to resolve cases in a timely manner and statistically, over half of the Unit's cases close within 30 business days. However, every investigation is different and some, due to their complexity or unforeseen circumstances, require more time to complete.

It is also important to note that the thoroughness of the investigation takes precedence over the length of time it takes to finish an investigation. No case is presented to the Director for his or her decision until the investigation is complete.

What happens at the end of an investigation?

The Unit's primary focus during the investigative process is to gather the evidence. Once all the evidence is in, the Director decides whether there are reasonable grounds to lay a criminal charge against a police officer.

At the end of the process, the SIU strives to provide an explanation of what happened to all those involved while recognizing the confidentiality of the information that has been gathered and the limits imposed by law. The Attorney General of Ontario, the injured persons or the families of deceased persons, and the Chief of the involved police service or the Commissioner of the OPP, are notified of the investigation's findings and the Director's decision. The Director has also made it a practice, upon request, to meet personally with the families of deceased persons and/or their representatives to discuss the results of cases. Interaction with the SIU, and especially the Affected Persons Coordinator, may also continue after a case has closed.

Finally, the results of investigations are made public in SIU news releases, which were generated in approximately one-third of cases this fiscal year. In many cases where the SIU does not issue a news release, it is the Unit's policy to post a case summary in the "Report on Cases" section on the SIU's website: **www.siu.on.ca.** News releases are also available at this web address.

Does the SIU investigate off-duty police officers?

The SIU's statutory jurisdiction does not differentiate between on-duty and off-duty police officers. Accordingly, the SIU's jurisdiction captures off-duty police conduct that results in serious injury (including allegations of sexual assault) or death, and police services are under a corresponding duty to report these incidents. However, as a matter of practice and given the reality of available resources, the SIU has historically adopted the policy that it will not normally investigate conduct by off-duty police officers unless police equipment or property is involved, or the off-duty officer's status as a police officer has been implicated in the course of the incident, such as may occur if an off-duty officer identifies himself or herself as a police officer.

What happens to police officers who get charged?

Once the SIU has laid a charge against a police officer, the Unit refers the matter to Justice Prosecutions of the Criminal Law Division at the Ministry of the Attorney General, which prosecutes the charge. The SIU, as an investigative agency, is not involved in the prosecution, although it does participate by preparing the Crown brief and assisting the Crown if further investigation is required or if witnesses need to be located.

While the SIU always announces to the public when it has laid a charge against a police officer, the SIU does not release detailed information regarding the basis of that charge in order to protect the fair trial interests of that police officer and the community.

CURRENT AND EMERGING ISSUES

Meeting the Challenges of a Growth in Caseload

The biggest challenge tackled by the SIU in 2006-07 was a marked increase in its caseload of 16% more occurrences from the previous year. Overall, there were 238 occurrences for the fiscal year ending March 31, 2007 – a record high annual caseload in the 17-year history of the Unit, eclipsing the previous high of 204 cases set in 2005-06. This increase built on what was already a substantial increase in the amount of occurrences in 2005-06; there were 30% more cases in 2005-06 than the year before.

The women and men of the SIU rose to the challenge and performed admirably under the amplified caseload pressures. The Unit managed to keep the quality of its investigations at high levels while continuing to meet its internal performance standard of closing a minimum of 65% of cases within 30 business days. The final tally showed that 68% of cases

were closed within that timeframe.

While the credit rightfully belongs to the dedication and hard work of SIU personnel who were able to absorb the demands of the added workload, their effort was assisted by a reorganization and replenishment of the SIU's "human capital." In the summer of 2006, a Deputy Director was appointed while the Director was away on a leave of absence. It was the first time in the SIU's history that a Deputy Director was appointed. Previously, while the investigations themselves continued unaffected, a backlog of cases awaiting decision would develop whenever the Director took an extended leave of absence, whether on vacation, pursuing professional development or for some other reason. This was so because the Director is the only person, under the terms of the SIU's statutory mandate, authorized to cause a criminal charge to be laid against a police officer in connection with any SIU investigation. With a Deputy Director in place, vested with the same legal authority as the Director, the Unit was able to avoid a backlog and maintain the flow of cases ready for decision.

Also worthy of mention are the seven investigators who were sworn-in to the Unit in February 2007. The infusion of this talent within the SIU's investigative ranks helped the Unit successfully manage the particularly heavy caseload of 2006-07.

Notwithstanding the SIU's accomplishments in the face of these resource pressures, the weight of the increased caseload is beginning to have an effect. For example, the average annual caseload for the years 2003-04 and 2004-05 was 165 occurrences. For 2005-06 and 2006-07, the annual average is 221 occurrences, an increase of 34%. Those two periods have witnessed a corresponding 10% decrease in the percentage of cases that the Unit was able to close within 30 business days (see Appendix A). In addition, as the Unit is forced to focus more of its resources on the performance of its core mission – the investigation of cases – resources dedicated to other important work, such as outreach to community and police groups, connecting with stakeholders and strategic planning, begin to stretch thin.

On February 2, 2007, seven investigators were sworn-in to the Unit at a ceremony presided over by the Honourable Justice John Sutherland and Director James Cornish (5th from left). The afternoon included a visit by the Attorney General, Michael Bryant (4th from left), who enjoyed touring the building and meeting staff.

This historically high caseload does not appear to be a passing trend. In order to address the challenges posed by this new reality, the SIU has been engaged in long term planning with creative solutions in mind. Part of the answer will no doubt be a further reorganization of the Unit's human resources. In light of the success of having a Deputy Director for a limited stay in 2006, it is perhaps worth examining the viability of having a permanent Deputy Director position at the SIU. A realignment of the Unit's policies and practices with the mission, vision and values of those that work at the SIU will also assist in achieving efficiencies. Plans are in place for a concerted drive in this regard. The Unit will also explore ways of expanding the number of positions among its investigative roster. Another piece of the puzzle will be to look to improve the information technologies, tools and equipment available to SIU personnel.

SIU Contributing to Developments in Police Accountability Abroad

As a provincial agency, the overwhelming part of the Unit's outreach work is obviously targeted at the Province of Ontario and its population of over 12 million people. However, a noteworthy aspect of the outreach story in 2006-07 was the interest expressed by other Canadian provinces and other countries in the SIU as a model of oversight. This may be a reflection of the momentum that appears to be taking hold in Canada and other parts of the world for changes to existing systems of police accountability.

Acting under the auspices of the SIU's First Nations Liaison program, discussed in further detail in the *Communications and Stakeholder Relations* section of this Report, SIU staff traveled to Winnipeg in April 2006 at the invitation of the Manitoba Métis Federation to participate in a forum sponsored by the Federation to explore possible reforms to the system of police oversight in Manitoba. The forum heard from the SIU about its particular brand of oversight and from other oversight agencies working inside and outside of Manitoba. In the end, the discussions provided the SIU an important opportunity to participate in the debate taking shape across Canada around issues of police accountability and to learn from the experiences of others performing oversight in this country.

On July 14, 2006, the SIU Director gave a presentation in Toronto about the SIU and the work that it does to a delegation of high-ranking justice officials from China. The presentation was a formal part of the itinerary set for the delegation, which was touring Canada to study Canadian justice institutions as part of the *Canada China Procuratorate Reform Cooperation Project* organized by *The International Centre for Criminal Law Reform and Criminal Justice Policy*.

International Centre
Criminal Law Reform
Criminal Justice Policy

Le Centre international
de la réforme du droit criminel
et de la politique en matière
de justice pénale

July 31, 2006

Mr. James Cornish
Director
Special Investigations Unit
Ontario Ministry of the Attorney General
5090 Commerce Blvd
Mississauga, ON L4W 5M4

Dear Mr. Cornish:

On behalf of the International Centre for Criminal Law Reform and Criminal Justice Policy, we would like to thank you for your valuable assistance during the recent tour by representatives of our Centre's Canada China Procuratorate Reform Cooperation Project (CCPRCP), and the Implementing International Standards in Criminal Justice in China Project (ISCJ). The 16 Chinese delegates whom you met represented Chinese prosecutors and academics that are playing an active role in China's legal reform. Members of both delegations have expressed their gratitude for the presentations that were made to them. The amount of work that went into the preparation of the presentations and the enthusiasm, candor and hospitality that was shown by all of the Canadian officials with whom they visited was very much appreciated. Your involvement in these projects will certainly contribute to the reform process in China.

It was a pleasure to work with you on this important initiative. Your participation and that of your colleagues reflected well on Canada. These projects will continue over the next year. We anticipate opportunities to further involve Canadian Officials both here and in China and look forward to continuing to work with you in the future.

On behalf of Mr. Daniel Prefontaine, QC, Project Director of the CCPRCP, Dr. Vincent Yang, Project Director of ISCJ and the Centre's China programme representatives we thank you for your efforts.

Sincerely,

Kathleen Macdonald
A/Executive Director

Responding to the Changing Civilian Landscape at Home

The SIU will soon need to adapt to a changed environment in the system of police oversight in Ontario. Bill 103, an Act to establish an Independent Police Review Director and create a new public complaints process by amending the *Police Services Act*, was introduced by the provincial government on April 19, 2006. Flowing from the recommendations contained in the *Report on the Police Complaints System in Ontario* issued by the Honourable Patrick LeSage, Q.C., the Bill will overhaul the manner in which complaints against the police are processed. Whereas most police complaints are now filed with the police and investigated by the police, the Bill creates an independent body that will receive complaints and decide what do to with them.

It is important to note that Bill 103 does not deal with the jurisdiction of the SIU. All incidents of serious injuries (including sexual assault allegations) and deaths in cases involving the police will remain the purview of the SIU. However, there will arise a host of operational issues for the SIU once the new agency is up and running. That is why the SIU is taking action now to prepare for the new oversight landscape to come, even though Bill 103 is not expected to become law until sometime in 2007-08. The Unit's most significant step in 2006-07 was to facilitate a formal submission made by the Director's Resource Committee to the Standing Committee on Justice Policy. This submission is further discussed in the *Communications and Stakeholder Relations* section of this Report.

Ipperwash

A further issue on the horizon that could impact the course of police accountability in the province, including the manner in which the SIU conducts its business, particularly in cases involving First Nations people and communities, is the anticipated release of Commissioner Sidney B. Linden's Ipperwash Inquiry Report in 2007-08. The Inquiry was called to review the circumstances surrounding the death of Dudley George in 1995. The SIU had conducted its own investigation of Dudley George's death and laid a charge against an officer as a result. The SIU had standing at the Inquiry and is looking forward to the release of the Inquiry Report. The Unit will carefully consider its contents and any potential recommendations implicating SIU operations.

Balanced Scorecard

In the last Annual Report, the SIU Director announced the prospective adoption of the Balanced Scorecard approach to articulate the SIU's organizational vision and strategy, and to translate these into action. The Balanced Scorecard process is a strategic planning and management system. The process works by harnessing the power of an organization's people through a series of consultations whereby they develop and affirm their organization's *Mission, Vision and Values*, and generate ideas on how the organization can meet its goals in ways that reflect those ideals. Part of the Balanced Scorecard process is aimed at revitalizing the organization's policies, procedures and performance standards, as well as the manner in which they are developed.

In 2006-07, the SIU took the first and most important step in setting the Balanced Scorecard process in motion by retaining a business advisory company to organize the Unit's Balanced Scorecard efforts. The SIU anticipates that the substantive work on the Balanced Scorecard process will occur in the next fiscal year. This will entail the devotion of substantial amounts of time and energy from all Unit personnel in the course of comprehensive consultations touching on every aspect of the Unit's work. This will doubtless add to the resource strains currently being experienced due to the increased caseload, but the investment is worth it as success in this endeavour promises to chart the Unit's course well into the future.

PART TWO

LOOKING BACK ON 2006-07

INVESTIGATIONS

Occurrences

There were 238 occurrences in 2006-07, a 16% increase over 2005-06 and the most the SIU has had in a given year. Custody deaths and injuries accounted for the increase, while vehicle deaths were the lowest in a decade. When examining the comparative historical occurrence data (see Appendix A), the influx of cases appears to be on an upward trend. Appendix B is a list of occurrences by county and police service, to compare incident rates against population and specific police services.

OCCURRENCES
April 1, 2006 - March 31, 2007

Type of Occurrences	Number
Firearm Deaths	6
Firearm Injuries	11
Custody Deaths	35
Custody Injuries	129
Other Injuries/Death	0
Vehicle Deaths	5
Vehicle Injuries	28
Sexual Assault Complaints	24
Total Occurrences:	238

Number of cases in which charges were laid: 2
Number of officers charged: 2

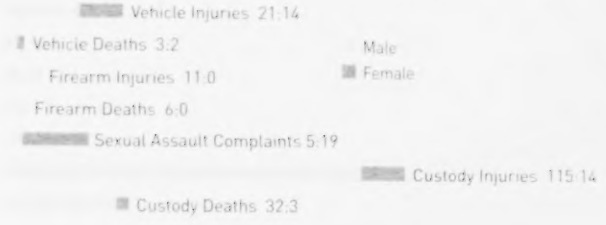
Information about Complainants

Complainants are those people who are directly involved in an incident and have been seriously injured, alleged sexual assault or are deceased. There may be more than one complainant per SIU case.

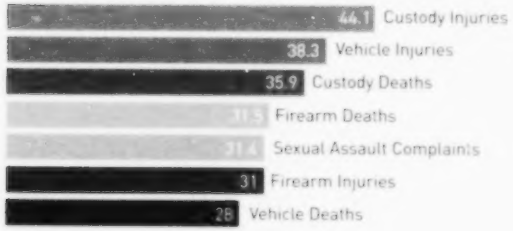
In 2006-07, female complainants rose from 14 to 21% of all complainants.

Ratio of Male to Female Complainants

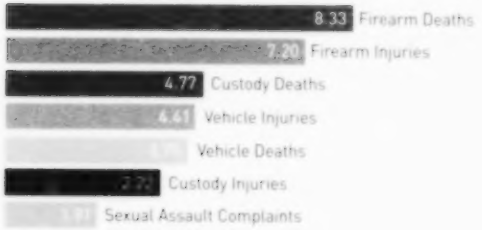
Number of Male and Female Complainants by Case Type



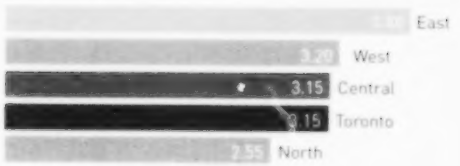
Complainant Average Age by Case Type (in years)



Average Number of Investigators Dispatched by Case Type



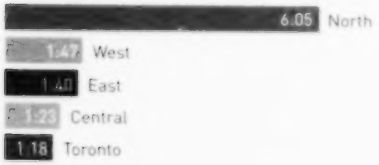
Average Number of Investigators per Case by Region



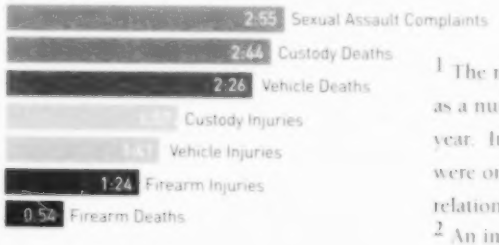
Initial Response

The SIU measures the time it takes investigators to arrive at an incident and the number of investigators deployed. Speed of response and the number of investigators that are initially dispatched to an incident can be important in some cases because of the need to collect and secure physical evidence and to make contact with witnesses before they leave the scene. The initial deployment of investigators also correlates to case type.

Average Response Time by Region (Hours:Minutes)



Average Response Time by Case Type (Hours:Minutes)



Closure Rate

The SIU has set a performance standard of closing 65% of its cases within 30 business days. This standard has been met for the last five years. 68% of the Unit's cases were closed within 30 business days in 2006-07, up slightly from 2005-06.

CASE CLOSURE STATISTICS
2006-2007

Total # of cases	221
Average # of days to close	28.8
# of cases closed within 30 business days	151
% of cases closed within 30 business days	68.33%

[1] The number of closed cases is necessarily less than the total occurrences in 2006-07 as a number of cases resulted in investigations that were ongoing at the end of the fiscal year. In addition, the cases in which charges were laid are not considered "closed," and were omitted from this figure, since further investigation and legal proceedings in relation to those cases may take months and even years.

[2] An important component of the manner in which the SIU calculates the length of its cases from start to finish is its practice of *stop-restart dates*. There are times during the course of certain cases where the SIU investigation is on hold pending some action of a third party over which the SIU has no control. This sometimes happens, for example,

where an outside expert has been retained to provide an opinion regarding physical evidence and the investigation cannot proceed further until the expert's opinion has been received. In this case, a *stop* date is designated when the expert is retained and a *restart* date is designated when the opinion is received, and that interval of time is excluded from the overall length of the case. The purpose underlying the practice, which has been in place since this performance standard was set and reported on, is the compilation of meaningful information regarding the length of SIU cases. That is, by subtracting periods of time during which the investigation was on hold pending some action by a third party, the data more accurately reflects the relationship between SIU resources, which it controls, and the length of the cases it pursues.

Case Reviews

Case reviews permit a police service to offer constructive commentary about the SIU investigation at its conclusion. The purpose of these reviews is to attempt to ensure that the SIU is meeting its standards and to explore opportunities for improvement. Every year, a number of non-charge cases are randomly selected for review. In 2006-07, the SIU initiated 17 case reviews with police services across the province and received 14 responses.

The police service completes a questionnaire about the Unit's performance, which allows for direct feedback from the services and from the officers involved in the investigations as well. Based on the response, the SIU and the police service may then meet face to face to discuss specific issues that arose during the course of the investigation. These meetings may be initiated by the SIU or a police service.

Terminations

In some SIU cases, information is gathered during the initial stages of the investigation that establishes that the incident, at first thought to fall within the SIU's mandate, is actually not one that the Unit can investigate. It may be that the injury in question, upon closer scrutiny, is not in fact a "serious injury." It may also become clear in the course of a case that the serious injury or death in question is not connected in any way to police activity. In these instances, the SIU does not have any legal jurisdiction to continue with the investigation and the Director terminates all further SIU involvement. As such, the Director makes no decision as to whether a criminal charge is warranted in the case or not. Other institutions or processes must be used to deal with these incidents. For example, a police service may step in to investigate the matter.

In 2006-07, 63 cases did not mandate a full investigation (27% of the total cases) and were terminated. In the previous year, 30% of cases were terminated.

Non-Jurisdictional Incidents

In contrast to cases that are ultimately terminated, some incidents reported to the SIU never become SIU cases because it is immediately clear at the time of the report that the incidents do not fall within the SIU's mandate. In 2006-07, the Unit received 98 non-jurisdictional complaints - 83 from members of the public and 15 from police services. The previous year there were 118 non-jurisdictional complaints – 32 from members of the public and 86 from the police. Where appropriate, these incidents are referred to other agencies. The following are examples of this year's non-jurisdictional incidents:

- Toronto Police Service pursued a vehicle that ultimately failed to make a turn and became wedged between a pole and guide wire. The three occupants were taken to hospital, examined and released with no serious injuries. The police service was informed that the SIU would not be conducting an investigation because there was no serious injury.

- A man was arrested and alleged that he was verbally abused by police officers. The SIU referred the matter to the appropriate police service professional standards branch.

CASE STUDIES

06-OSA-208

On November 20, 2006, the SIU was notified that a female complainant had come forward with an allegation of sexual assault. Two SIU investigators were assigned to investigate the incident.

The complainant alleged that a sergeant of the Greater Sudbury Police Service had sexually assaulted her in the fall of 1992. Based on the evidence from the SIU investigation, the Director concluded that there were reasonable grounds to believe that the sergeant had committed the offence of sexual assault, contrary to section 271 of the Criminal Code of Canada. A charge was laid against the officer and the case is presently before the courts.

06-OVD-082

On May 10, 2006, the SIU received notice of a fatal vehicle collision following a police pursuit. Five SIU investigators were assigned to probe the events surrounding the collision. The SIU's Affected Persons Coordinator was also involved in the case and gave advice on grief counseling to an affected family.

The investigation determined that at about 2:40 a.m., three Belleville Police Service officers responded to a call about a suspicious vehicle. Officers determined that the van, a Dodge Caravan, was stolen.

The subject officer, the first to arrive in the area, followed the van as it exited southbound onto Front Street North from Highway 401. In the area of Tracey Street, the officer activated the cruiser's emergency lighting to stop the van. He advised his supervisor and the police dispatcher that the van was not stopping and also radioed in his speeds during the pursuit. As the vehicles continued southbound on Front Street North, the pursuit reached speeds in the neighbourhood of 100 km/h.

The other officers had just approached the area of Front Street North when they heard the subject officer request assistance because there had been a collision. The officers arrived at Pinnacle and Grove Streets and saw the van had struck a tree. The distance from the start of the pursuit to the collision scene was approximately 2.1 kilometres.

There were two occupants in the van. The driver died immediately after the collision and the passenger, a 16-year-old girl, was taken to hospital where she died later that day.

Based on all the available evidence, the Director concluded that the subject officer exercised a reasonable level of care in what was a relatively short pursuit. The distance between the vehicles increased as the pursuit unfolded such that, just before the van struck the tree, the subject officer's cruiser was a significant distance behind the van.

06-OCI-060

On April 12, 2006, the SIU assigned three investigators to investigate the circumstances of a cardiac arrest suffered by a 36-year-old man during the course of his interaction with the Waterloo Regional Police Service (WRPS).

The SIU investigation revealed that at about 5:15 p.m., staff at the Grand River Hospital issued a code "white" broadcast after a psychiatric patient started acting in a dangerous and violent manner inside a hospital room. The WRPS was called for assistance and within minutes, two officers arrived. They consulted with hospital staff about the possible use of the Taser device and then entered the room to restrain the man to allow hospital staff to sedate him.

One of the officers spoke calmly to the man to try and de-escalate the situation. The man assumed a boxer's stance and approached the officers, punching the air. On the third approach, an officer discharged his Taser. The man was struck and temporarily immobilized. He was handcuffed and a nurse administered a sedative. Within seconds of being hoisted and secured onto a gurney, the man went into cardiac arrest. Medical staff immediately revived the man, who was ultimately released from hospital on April 18, 2006.

The Director concluded that the subject officer was acting in the course of his duty to preserve the peace and that his use of the Taser, in the totality of the circumstances, was reasonably necessary and justifiable.

06-OFD-154

On September 7, 2006, the SIU was notified that a York Regional Police (YRP) officer had fatally shot a 27-year-

old man outside a home in Newmarket. Eight SIU investigators probed the circumstances of the police shooting. The SIU's Affected Persons Coordinator was heavily involved in the case. She connected the affected families with bereavement counseling resources and arranged for a trauma team to be sent in.

The investigation determined that at about 4:40 p.m., the YRP received a call from a woman who reported that a man had broken into her home. He told her the police were after him and ordered her out of her home.

Five officers responded to the call and arrived at the scene. They drew their firearms and surrounded the home. One officer ran up the driveway and tried to open the front door; it was locked. He was about to walk away when a man, holding two large knives, opened the door. The officers yelled at the man to drop the knives. He shouted, "You will have to kill me," and slammed the door shut.

At this point, the officers knew that Emergency Response Unit (ERU) officers were en route. The officers were about to move away from the home when the man opened the door again. He was still holding the two knives and appeared agitated. He told the officers that he had just tried to cut himself inside the home and had nothing to live for. He also said that if one of the officers did not kill him, he was going to kill an officer.

Upon hearing this, one officer re-holstered his gun and told the man the police were backing off. The police were in a semi-circle around the man and started to walk backwards down a slight hill. Four officers still had their guns drawn and repeatedly ordered the man to drop the knives or go back into the home. Instead, the man cut across the lawn and raised the knives in the direction of the subject officer. The officer fired two shots at the man, who was between about three to ten feet away. He was struck twice and fatally wounded.

The Director concluded that the man deliberately advanced on the police believing that such an action would culminate in the officers shooting him. He stated, "The officers were confronted by the threat of lethal force. They ordered the man to drop his weapons and offered him options. They also tried to disengage and await the arrival of the ERU. When the subject officer was then met with the threat of lethal force, the officer met that threat with lethal force. I believe that the officer acted reasonably in resorting to this force."

07-TFI-044

On March 1, 2007, the Toronto Police Service (TPS) notified the SIU of a shooting following a confrontation between a civilian and police at a Cash Converters store.

Eight SIU investigators probed the circumstances of the injury. As part of the investigation, investigators identified one officer as having discharged his firearm and designated him as the subject officer. The subject officer's pistol and uniform were collected for examination. SIU forensic investigators processed the shooting scene and collected evidentiary items such as a pair of scissors, three wooden planks, a police ASP baton and one projectile. A forensic investigator also subjected the scene to a bloodstain pattern analysis, yielding valuable information. Investigators interviewed 12 police and civilian witnesses, and analyzed police reports and records.

The investigation determined that on March 1, 2007, at approximately 2:15 p.m., two TPS officers responded to an unknown trouble call involving an irate customer at a Cash Converters store on Eglinton Avenue East. A store employee had called police after a man insisted on a refund for an item he had purchased.
The officers entered the store and found the man demanding a refund. He was agitated and verbally abusive. The officers decided to arrest the man for causing a disturbance after he continued his behaviour.

Both officers became involved in a physical struggle during the course of the arrest. The struggle moved from the front of the store to a rear storage room. The altercation ended when one of the officers discharged his gun once and struck the man in the upper chest after the man armed himself with a weapon and advanced on the officer.

The man was arrested and transported to hospital where he was treated for his injury. One of the officers was also taken to hospital where he was treated for a broken hand, fractured finger and bruising. No one else inside the store was injured.

The SIU Director concluded that the officers were alive to the necessity to continually adjust their choice of the type of force to use and varied their approach throughout this event. He stated, "The subject officer saw the use of lethal force as a last option and only resorted to it when he reasonably believed that he was in danger of suffering grievous bodily injury or worse."

07-OCI-030

On February 9, 2007, a woman suffered a broken arm while in the custody of the Sault Ste. Marie Police Service. The SIU assigned two investigators to investigate the incident, including an investigator with the Unit's First Nations Liaison program, who led the investigation.

The SIU investigation revealed that on the day in question, a woman was hosting a social with some friends in her apartment. The woman's son and his dog, a

pit bull, were also present. During the course of the evening the dog was misbehaving to the extent that one of the occupants of the apartment called Animal Control; however, it was late and the Animal Control office was closed. Accordingly, the decision was made to call the police.

When police officers arrived, they were informed that the dog had bitten his owner. The officers indicated that they might have to shoot the dog, depending on how the dog reacted to their presence. One of the occupants, when she learned that the dog might be shot, no longer wanted the police to assist and ordered them to leave. The police officers replied that they could not leave since they had been told that the dog had attacked someone. With that, the occupant opened a window in a way that the officers interpreted as an attempt to let the dog escape. The officers proceeded to arrest this person for obstruction of justice.

At this time, the hostess approached one of the officers. The other officer took the approach as an attempt on her part to interfere with the arrest of her friend, and he interceded. The officer grabbed the hostess' arm to pull her away from the other officer. In the course of that action, the hostess lost her balance and fell to the floor in such a way that her arm was broken.

The Director concluded that the subject officer had formed a reasonable belief that the hostess intended to obstruct or interfere with the other officer who was dealing with her friend. This being so, the officer was entitled to intervene to prevent the hostess' interference and detain her if necessary. The Director also found that the officer, in grabbing the hostess' arm, only intended to move her away from the officer and did not intend to put her to the floor. He stated, "The subject officer was entitled to use some force to deal with this situation. I am of the view based on the evidence that the force used was not unreasonable and that the injury was accidentally inflicted."

07-OCD-004

On January 3, 2007, a man armed with a knife sustained a serious eye injury while officers with the Ottawa Police Service (OPS) attempted to negotiate with him. The man was transported to Ottawa Civic Hospital where he died from his injuries on January 5, 2007.

Four SIU investigators probed the circumstances surrounding the man's death. The SIU investigation determined that on January 3rd, the man and his acquaintance got into a taxi at Greenbank and Baseline Roads. The acquaintance, who was bleeding, asked the cab driver to take him to a hospital. The cab driver phoned a second cab driver and, in his native language, asked him to call the police because one of his passengers had a knife.

At the intersection of Merivale Road and Mayview Avenue, the man's acquaintance yelled at the driver to stop the cab. The driver stopped the cab and the acquaintance fled on foot suffering from an apparent stab wound. The cab driver also abandoned the taxicab, leaving the 25-year-old man seated in the back.

OPS officers arrived and surrounded the taxicab. They could see the man was seated and holding a knife. The officers drew their firearms and surrounded the taxi, yelling at the man to come out and give up the knife. The man did not leave the cab and stabbed himself in the eye. He was attempting to injure himself again when an OPS officer opened the rear door and used a Taser to immobilize him. Officers then removed the man from the cab and transported him to the hospital.

The Director concluded that the involved officers did all that could reasonably be expected of them to try to prevent the tragic result in this case.

06-PCD-065

On April 15, 2006 at 6:38 p.m., an Ontario Provincial Police (OPP) officer saw a man walking on Winnipeg Street along the railway tracks in White River. The officer advised other officers of her location and followed the man as he walked along the tracks. Additional officers arrived and when they neared the man's location, he hopped onto a rail car, looked out at the officers and disappeared from their view again. Shortly afterwards, an officer heard a muffled gunshot. The officers then found the man, bleeding from a head wound, lying on a platform at the end of a railway car.

Five SIU investigators were assigned to probe the circumstances surrounding the man's death to determine what role, if any, the police played. The investigation revealed that on April 12, 2006, OPP officers had stopped a vehicle with three occupants on Highway 17 near White River. While the officers were searching the car, one of the men ran and disappeared from sight. OPP officers from various detachments and units began a search for the man. This was the man spotted and followed by the OPP officer on April 15th.

A post mortem examination conducted on April 17, 2006 determined that the man died from a single gunshot to his head.

Director Cornish concluded, "The evidence satisfies me that the deceased fired one shot from a gun that he held to the temple of his head. Tragically, he decided to end his own life that day. The evidence satisfies me that the officers did nothing to cause the man's death."

Outreach continues to be a fundamental part of the SIU's overall mission. In fact, it is an overarching theme touching all aspects of SIU operations. The outreach work performed by the SIU relates to those efforts aimed at spreading word about the Unit to people and communities that could be impacted by its work. The hope is that increased understanding of the SIU brings with it an enhanced ability on the part of individuals and groups to report incidents and cooperate with the Unit, added confidence in the work of the Unit, more constructive scrutiny of that work with related opportunities for learning by SIU staff, and a workforce that is more sensitive to and reflective of the public it serves. In short, outreach assists the SIU in fulfilling its mandate.

Connecting with the Police

The SIU engages with policing communities in a variety of ways through its outreach program. At the organizational level, the SIU meets regularly with various police groups. Regular meetings with the executive ranks of the province's police services and police associations provide an effective forum for addressing issues of mutual concern at a systemic level. The professional working relationship between the SIU and the province's police leadership that these meetings help foster is an invaluable tool for dealing effectively with issues that may arise during the course of the Unit's investigations.

Meeting with frontline police officers is also a key goal. For example, the SIU is a standard part of the curriculum delivered to every new recruit class at the Ontario Police College (OPC). The SIU session exposes new officers to the mandate of the SIU, the manner in which SIU investigations are conducted and the legislation governing the SIU and police services in the conduct of SIU investigations. The SIU's presence at the OPC also assists to ease anxieties naturally felt by officers about an agency charged with conducting criminal investigations of the police.

Outreach Events to Police

Training-related:

- Ontario Provincial Police (OPP) officers at OPP Headquarters
- Barrie Police – 12-week program
- Presentations to Front Line Supervisor course at the Ontario Police College (OPC), York Regional Police Service, Ottawa Police Service, Hamilton Police Service, London Police Service and Toronto Police Service
- Presentations to recruits at OPC

Meetings/Presentations:

- Ontario Association of Police Services Boards members
- Ontario Provincial Police Association President
- Thunder Bay Police Service Chief and Thunder Bay Police Service Association
- Durham Regional Police Association President
- OPP Commissioner
- OPP Corporate Communications Bureau
- OPP Professional Standards Bureau
- OPP Incident Commanders

*Information booths at Blue Line trade show, International Association of Chiefs of Police trade show, Ontario Association of Chiefs of Police trade show

Connecting with the Public

Delivering the Unit's outreach message to non-policing communities and individuals is an enormous task in light of the sheer magnitude of the audience and the diversity of interest and perspectives on questions of civilian oversight and police accountability. Despite these challenges, the SIU has stepped up its efforts and 2006-07 continued to see high levels of outreach resources dedicated to connecting with the public.

Outreach is a shared responsibility at the SIU. Whether lecturing at academic institutions, talking to members of the public at community centres, setting up shop at various trade shows or job fairs, or meeting with individuals and organizations engaged in the work of civilian oversight, everyone at the Unit has been willing to answer the call. In fact, the Unit is committed to responding affirmatively to all requests from third parties for presentations by the SIU.

Speaking engagements at academic institutions is a particularly important part of the Unit's outreach campaign to civilian communities. For example, the SIU currently speaks annually to criminology and justice studies students at various post-secondary institutions such as the University of Toronto, York University, the University of Guelph-Humber College and the University of Ontario, Institute of Technology, as well as law students at Osgoode Hall Law School. Together with young officers and recruits in the policing world, these students are the future leaders and professionals in the areas of policing and civilian oversight in the province.

Outreach at academic institutions:

- York University students
- University of Guelph/Humber College students
- Students and law enforcement officers at St. Lawrence College in Brockville
- University of Toronto, Forensic Science Program
- Osgoode Hall Law School students
- School of Life Experience alternative school students
- Grade 11 students at Sherwood Secondary School
- University of Ontario, Institute of Technology students
- Booth at Association of Black Law Enforcers/Humber College career fair
- Police Foundation course students at Conestoga, Humber, and Fanshawe Colleges
- University of Guelph, Biological Sciences
- Carleton University Criminology students

In addition to this general outreach work, the Unit has developed a number of strategic initiatives targeted at specific parts of the civilian community that impact or are impacted by its work. Some have been in operation for several years; others are relatively new. However, whether reaching out to First Nations groups and individuals, arranging social services referrals to complainants and families affected by SIU investigations, tapping into the broader civilian oversight and academic communities, ensuring more meaningful access by the media to the Unit's work or providing a forum for discussion between the SIU and representatives of various cultural and ethnic communities, each of these programs continued to add real value to the work of the SIU in 2006-07.

SIU Director's Resource Committee

The Director's Resource Committee (DRC) was established at the Special Investigations Unit in 2002 as an offshoot of the Unit's outreach mission to engage non-police communities in the work of the SIU. It consists of representatives from a spectrum of the province's ethnic and cultural communities. It meets about twice a year, at which times the SIU reports its progress on various fronts ranging from training initiatives to outreach activities. DRC members have assisted with SIU recruitment efforts among their communities. In turn, the Committee members are able to raise questions from the communities they represent regarding the work of the SIU and/or the police, as well as offer advice on policy issues affecting the SIU.

The efforts of the DRC have been significant since its inception. Perhaps the most substantive work tackled by the DRC is its recent contribution to the discourse surrounding the impending reform of the police complaints system in Ontario as the result of Bill 103, which was tabled in the Legislative Assembly in April 2006. A DRC subcommittee was created and asked to consider the draft legislation. While the Bill did not deal directly with the SIU's mandate, it was clear that any changes to the system of police accountability in the province would have implications for the work of the Unit. Accordingly, the subcommittee's objective was to assist the DRC with developing commentary and/or recommendations in respect of those possible impacts for the benefit of legislators as they considered the Bill. The DRC's work culminated in a formal submission to the Standing Committee on Justice Policy on November 23, 2006.

CACOLE

The SIU is a longtime member of CACOLE – the Canadian Association for Civilian Oversight of Law Enforcement. CACOLE serves as the umbrella group bringing together those across Canada interested in advancing the cause of civilian oversight of law enforcement. Further

information regarding CACOLE and its activities can be found at the CACOLE website: www.cacole.ca.

Since 2003, the SIU's contribution to the work of CACOLE has ranged from serving on CACOLE's board of directors, the use of SIU resources and facilities to host board and committee meetings, the preparation of written reference materials for posting on CACOLE's website, and the participation of the Director and other staff as panel moderators, speakers and delegates at the annual CACOLE conferences. In October 2006, the Unit was instrumental in arranging a presentation at CACOLE's annual conference in Vancouver by University of Toronto Professor Scott Wortley, of research he had recently concluded involving SIU records.

First Nations Liaison Program

The Unit's First Nations Liaison (FNL) program is the cornerstone of the Unit's efforts to foster a constructive growth in its relationship with First Nations communities. The program, which became operational in January 2006 following consultations with leaders of First Nations communities in Ontario, took root during 2006-07, contributing positively to the work of the office. The program saw an expansion during the year with the addition of an investigator stationed in northern Ontario. Simply put, the purpose of the FNL program is to ensure that all aspects of the Unit's business touching on First Nations people or communities reflects their unique cultural, historical and constitutional status in Canadian society.

The core of the work of the FNL program relates to investigations. In 2006-07, the program was actively engaged in 13 cases that involved a person of First Nations heritage. In many instances, SIU investigators trained in the program led the investigations. In other cases, they were instrumental in various aspects of the investigations, such as interviewing witnesses, connecting with complainants and/or their families to explain the investigative process, or liaising with community leaders to facilitate the entry of SIU investigators onto First Nations lands.
The program was also very active in the Unit's broader outreach agenda. In 2006-07, the FNL program engaged in outreach overtures with a number of Aboriginal groups. The provision of First Nations-centred training to SIU personnel, including sessions on cultural sensitivity, was a further objective of the program in 2006-07. Four formal sessions were conducted during this period.

FNL outreach to Aboriginal groups:
- Association of Iroquois & Allied Indians
- Oshki-Pimache-O-Win
- Nishnawbe Aski Nation
- Independent First Nations
- Canadian Aboriginal Festival
- Nishnawbe-Aski Police Service
- Manitoba Metis Federation

Affected Persons Coordination

The creation of the Affected Persons Coordinator (APC) position at the SIU has contributed much to the ability of the Unit to respond meaningfully to the social needs of those persons impacted by SIU investigations. First launched in 2005-06, the APC program came into its own in 2006-07.

The APC's involvement begins when investigators on a case, in consultation with the case supervisor, identify a need for the service. While the APC takes the lead in liaising with the complainant and/or the affected family in these cases, the investigators continue to communicate the progress of investigations to complainants and the families of deceased persons. This remains an essential part of their role.

The primary function of the APC is to do a very specific kind of outreach by helping people impacted by SIU investigations who require support services, such as professional counseling, financial assistance or admission into rehabilitation programs, access those services.

In 2006-07, ongoing support by the APC assisted individuals to complete drug and alcohol rehabilitation programs, further their education and maintain employment. The APC referred affected persons to victim and

witness assistance and referral services, grief counselors, mental health service agencies, social workers, family and children services, and drug and alcohol addiction counselors. The Coordinator also made personal contact with sexual assault complainants. Much of the work is conducted over the phone and at the office, but the Coordinator will often travel to meet with individuals at their homes or other places of convenience. The Coordinator's services are available on a 24/7 basis.

APC Caseload Profile

Number of cases:	35
Number of people contacted:	76
Number of people getting ongoing support:	13 (in person contact)

The success of the APC's role depends largely on being able to access appropriate social services for individuals when the need arises. Accordingly, aside from the APC's outreach to persons impacted by SIU cases, the Coordinator also participated in broader outreach initiatives to connect with institutional players among the network of social services across the province. Hospital staff, police officers, social workers, family and children services workers, drug and alcohol addiction counselors, parole and probation workers, lawyers and other members of the legal profession, were among the individuals targeted in this campaign in 2006-07. Public organizations were also approached, including police services, the Victim/Witness Assistance Program, the Victim Crisis Assistance and Referral program, Canadian Mental Health Association groups, drug and alcohol rehabilitation centres, needle exchange programs, sexual assault centres and women's shelters.

Outreach facilitated by the APC:

- Court Diversion program officers
- Centre of Forensic Sciences operational staff
- Lindsay/Peterborough Mental Health Providers
- Ontario Coroners' Seminar
- Criminal Lawyers' Association Fall Conference
- Mental Health Providers in Timmins, North Bay, Sudbury, Sault Ste Marie, and Welland
- North Hamilton Community Health Centre

The results of this outreach included establishing working relationships with needle exchange programs in South Western Ontario, support and information networks with Emergency Room nurses in Sudbury and North Bay, and the beginnings of collaborative relationships with agencies that provide services to Aboriginal people, including Sisters in Spirit - an Aboriginal women's program in Ottawa.

Working with the Academic Community

A mature institution in its 17th year in operation, the SIU is now actively engaged in lending its resources to scholarly research around important questions of policing and police oversight. Looking back at the progress that was made this year, 2006-07 is likely to be seen as a watershed moment in the SIU's history on this front.

As a model of civilian oversight of the police, the SIU is unique across Canada – an independent civilian agency engaged in investigations of serious injuries or deaths in cases involving the police, with the legislated authority to charge police officers with criminal offences where warranted by the evidence. It has literally investigated thousands of cases. The files it has accumulated over this time span represent the largest single repository of data in Ontario, and perhaps Canada, relating to many varied aspects of policing. And yet, it is only in recent years that access to this wealth of information has been tapped for academic research.

The doors were first opened in 2005 when Professor Wortley of the Criminology Department at the University of Toronto approached the SIU looking for access to its files for purposes of a research study he was planning. The African Canadian Legal Clinic had commissioned the research for submission to the Ipperwash Commission of Inquiry. The Commission was established to examine the circumstances surrounding the confrontation between certain First Nations protesters and the police at Ipperwash Provincial Park in September 1995. Professor Wortley's research proposed an examination of SIU files with a view to examining the social context of police use of force in cases that involved serious injury or death. With provisions in place to protect the confidentiality of the information in its files, the SIU agreed to facilitate Professor Wortley's

research project. In the end, about 1000 case files were examined spanning the years 2000 to 2006.

At the SIU's request, Professor Wortley presented his research findings at the annual conference of the Canadian Association for Civilian Oversight of Law Enforcement in October 2006 in Vancouver. His final report, "Police Use of Force in Ontario: An Examination of Data from the Special Investigations Unit," was submitted to the Ipperwash Commission of Inquiry in December 2006. In March 2007, Professor Wortley spoke to SIU staff about his work at a training seminar held in-house for SIU investigators.

Another example of the SIU's partnership collaborations with the academic community involves an ongoing joint research project with the Ontario Police College. Early in 2006, the college approached the SIU with a research proposal. Of concern to the college was the use of firearms by police officers in Ontario. They were interested in knowing how the firearms training offered at the college compared to the actual use of firearms by police officers while on duty. Was the training offered still relevant given the reality of actual firearms use by police officers in the field? Were changes to the training in order?

This was to be the first review of its kind regarding the efficacy of the training offered by the college using Ontario-specific data. With the assistance of a researcher hired by the SIU, and with the appropriate confidentiality protections in place, the SIU agreed to join in the research. The first stage of the project concluded in 2006-07 with the compilation and review of data collected from all firearms-related cases for the years 2002-2005. Data from 2006 and 2007 cases continues to be collected. The value of this research from the perspective of the continued development of best practices and training regimes in the use of force by police officers cannot be overestimated.

These and other research projects undertaken at the SIU in 2006-07 are a sign of things to come. To the extent resources permit and research methodologies can be arranged which respect the confidentiality of the information in question, the SIU will continue to welcome opportunities to work with the academic community.

Media Relations

In the course of the 2006-07 fiscal year, the SIU began to see the added value of its new media strategy. It used to be the case that the SIU's Communications Manager was the principal contact for the media. However, because many incidents occur during non-business hours, media outlets had to wait for the Communications Manager to be updated on an incident before they could receive any information about these investigations from the SIU.

In response to this identified concern, the SIU implemented a new policy that calls upon investigators and supervisors to handle the bulk of media relations during non-business hours. Over the last year, investigators and supervisors have grown more adept at dealing with the media. Once the program hits its full stride, there is every confidence it will position the SIU to be as informative as possible with the media in the timeliest manner.

TRAINING

The SIU's commitment to top quality investigations and administrative excellence is reflected in its training programs. Under the leadership of a Training Coordinator, the development of the annual training plan is based on a staff survey which assesses employee-training needs, the advice from the Unit's internal Education Advisory Committee and input from the management team. This information is used to develop both individual plans and a corporate training program that identifies training objectives, development activities and resource materials.

Investigative and Forensic Identification Staff

The SIU provides training to investigative and forensic identification staff through its quarterly investigators training seminars, a longstanding practice of the SIU, and through external providers such as colleges, institutes and associations. There is also a five-day orientation that has been designed for new investigators. The seven investigators sworn-in to

the Unit in February 2007 each participated in the orientation program.

Quarterly seminars

The quarterly training seminars for investigative staff are held in conjunction with forensic training days. The seminars focus on subject matter that has been identified as relevant and necessary to the investigative enterprise. Invariably, topics have included developments in the forensic, investigative, legal and technological fields. The seminars also typically contain a peer case review, in which the lessons learned from a closed investigation that presented particular challenges are reviewed among staff. These reviews have proven valuable in the development of best practices at the Unit. Presentations on cultural sensitivity, in addition to an open forum with the Director, are also important parts of every seminar. Feedback obtained from seminar attendees through surveys is used to improve and organize future training initiatives.

External training

In order to ensure that SIU personnel benefit from the expertise that exists beyond the Unit, the training programs at the SIU draw on training and development initiatives that are provided by external sources or through attendance at conferences and workshops. This includes enrolment in courses provided by the Ontario Public Service's Centre for Leadership and Learning, the Ontario Police College, Osgoode Hall School of Continuing Education, and Showcase Ontario.

Investigation and Forensic Identification Staff Training External Providers

- Collision Reconstruction Overview
- The CSI Effect, myths and the current state of forensics
- Role of the forensic and investigative leads and team communication
- Evidence collection, submission and analysis with respect to firearms
- Gunshot residue
- Demystifying IT forensics
- Scene contamination
- Advanced Traffic Crash Reconstruction with WINCRASH
- Basic Bloodstain Recognition (OPC)
- Canadian Association of Technical Accident Investigators and Reconstructionists at Blueline Trade Show
- Canadian Identification Society / Canadian Society of Forensic Science Conference
- Conflict Resolution at the Centre for Leadership and Learning (CFLL)
- DNA Forensic Evidence (Osgoode)
- DNA Investigators Seminar
- Eyewitness Identification and Testimony (Osgoode)
- Facilitating Adult Learning (OPC)
- Golden Horseshoe Homicide Investigators Association Homicide Workshop
- Homicide Investigation at Ontario Crown Attorneys' Association Summer School
- Homicide investigation (OPC)
- International Association of Bloodstain Pattern Analysts 2006 Conference
- Law Enforcement, Aboriginal and Diversity Conference
- Professional Effectiveness (CFLL)
- Search Warrant (OPC)
- Sexual Assault Investigation (OPC)
- 13th Annual Conference on Sex Crimes Investigation
- Workplace Discrimination and Harassment Prevention (CFLL)

Quarterly Training Seminars

- Panel discussion with OPPA, Toronto Police Association, Halton Regional Police Association and Police Association of Ontario presidents
- *Section 11* investigations, and the role of Professional Standards
- Role of the Affected Persons Coordinator
- Writing of Director's Reports
- Firearms familiarization training
- Using wireless technology as an investigative tool
- Conducting parallel investigations
- Variables affecting eyewitness testimony
- Interviewing best practices
- Investigative expectations and the Director's decision
- Police response to excited delirium
- Medical conditions that mirror excited delirium
- The Social Context of Police Use of Force
- First Nations initiative and the role of the First Nations Liaison program
- Jewish cultural community
- First Nations sensitivity training
- Investigative considerations while on a First Nations reserve

Corporate

Aside from the training dedicated to the Unit's investigative capacity, the SIU continued to invest significantly in 2006-07 in programs aimed at developing the human resources of the Unit in other areas. For example, developmental and learning opportunities in the area of business continuity planning were identified and attended by SIU staff to better position the Unit to prepare its own contingency plans in the event of unforeseen disruptions in service.

The Unit also continued with its commitment to overall staff wellness and safety. For example, an additional 14 staff members were trained during the past year in the use of Automated External Defibrillators, Cardio-Pulmonary Resuscitation and First Aid. The Unit's *medical response team* is now comprised of twenty-two trained responders. Other examples of training initiatives in this area included:

- Workplace Discrimination and Harassment Prevention for staff
- Health Tips for Commuting and Business Travel
- Overview of Settlement and Integration Services Organization
- Balanced Scorecard approach to goal setting and performance measurement
- Tips for Resilience in Stressful Times
- Ontario Public Service Employees Union Pension Overview
- Boosting Your Positive Outlook
- Promoting Effective Communication
- Getting Restful Sleep

The following summarizes the Unit's training and development activities for non-investigative staff in 2006-07.

Administrative Staff

- Access and Privacy workshop
- Access, Level 1
- Business Writing and Grammar Skills
- Excel, Level 2
- Get It Right: An Intensive Proofreading Course
- Leadership and Supervisory Skills for Women
- Let the Numbers Speak (CFLL)
- Microsoft Word, Level 3

Management

- CACOLE Annual Conference
- Canadian Association of Chiefs of Police Annual Conference
- Disaster Planning: Are You Prepared to Respond (OACP)
- Federal Bureau of Investigation National Academy Associates Annual Conference
- 55th Annual OACP Conference
- 1st Annual Privacy Law Summit
- Frances Glessner Lee Homicide Conference
- Leadership Orientation Program (CFLL)
- Government Security and Business Continuity Planning
- 2005 Constitutional Cases
- 2006 National Criminal Law Program
- 2007 Government Results Summit
- Made to Measure: Unlocking Organization Performance and Results
- Media Relations 2007
- Municipal Health and Safety Annual Conference
- National Symposium on Technology Crime and Electronic Evidence
- RCMP's Balanced Scorecard at 2006 Public Sector Quality Fair
- 6th Annual Professional Standards Conference
- The Multi-Generational Workforce: You, Me, Them and Us (CFLL)
- Workplace Discrimination and Harassment Prevention for Managers (CFLL)

Affected Persons Coordinator

- Association of Traumatic Stress Specialists regional meeting
- Canadian Centre for Abuse Awareness, 2nd National Conference
- Dealing with Crystal Meth / Cocaine / Oxycontin 2006 Workshop
- Hospice Training
- Victim Crisis Assistance and Referral Service – Manitoulin / Northshore

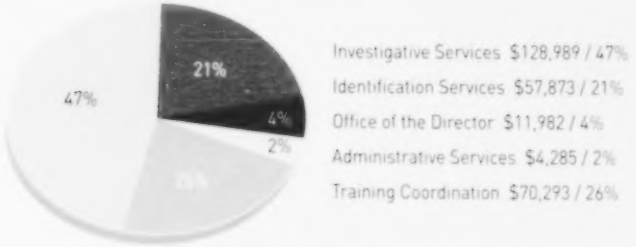
Training Coordinator

- Completion of Certificate in Adult Education (Sheridan College)
- Canadian Society for Training and Development Annual Conference

Training Expenditures

Expenditures related to training in 2006-07 were 4.8% of the SIU's total budget.

Training Expenditures - $273,422



Investigative Services $128,989 / 47%
Identification Services $57,873 / 21%
Office of the Director $11,982 / 4%
Administrative Services $4,285 / 2%
Training Coordination $70,293 / 26%

HUMAN RESOURCES

The Organization

The SIU staff complement was 60 in 2006-07, organized as shown in the chart below.

Recruitment

In early 2007, seven investigators were sworn-in as investigators at the Unit. As part of its hiring practices, the SIU focuses on integrity, strong ethical values and leadership. Candidates are scrutinized to ensure that they understand the commitment they will be asked to undertake if hired. The SIU also conducts a security clearance investigation for each candidate prior to an offer of employment.

On February 2, 2007, seven investigators were sworn-in to the Unit at a ceremony presided over by the Honourable Justice John Sutherland and Director James Cornish.

SIU Investigator Frank Phillips

After a 33 and a half year police career where I worked a number of assignments including Patrols, Traffic, Community Relations, Media and Professional Standards, I decided I had accomplished everything I had set out to do. I was looking at beginning a second career where I could utilize my skills and still maintain contact with, as well as serve the community. As a police officer, I was well aware of the necessity for an independent investigation of a complaint against a police officer by a member of the public. During my stint in professional standards, I dealt with the SIU a number of times and was always impressed with the quality of the investigators and their investigations.

Becoming an investigator for an independent civilian oversight agency that is tasked to investigate incidents involving death, serious injury or allegations of sexual assault during a citizen's contact with police, appealed to me, as I knew it would present new and demanding challenges. I researched the SIU and spoke with a number of SIU staff members to get a "feel" for the position. After applying and going through background checks, as well as a thorough interview by the Director and two supervisory staff, I was offered a position as an investigator.

On January 29, 2007, I began my career with the SIU. After one week of orientation training, I "job-shadowed" an investigator and assisted with witness interviews. I have since been involved with a number of cases. I have also had the responsibility of being a Lead Investigator.

The SIU is what I expected and more. I continue to work with a team of dedicated, professional people who work diligently to ensure that there is one law for all the citizens of Ontario.

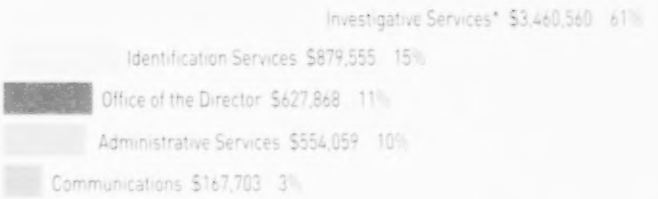
FINANCIAL EXPENDITURES

Total annual expenditures for the year ended March 31, 2007 were $5,689,745.

2006-07 Expenditures

Salaries & Wages $4,023,874 70%
Benefits $488,072 9%
Transportation & Communication $316,878 6%
Services $457,509 8%
Supplies & Equipment $403,412 7%

Expenditures by Section


Investigative Services* $3,460,560 61%
Identification Services $879,555 15%
Office of the Director $627,868 11%
Administrative Services $554,059 10%
Communications $167,703 3%

* Investigative and Forensic Identification Services include expenditures related to the effective administration of cases. These expenditures include, but are not limited to, courier, photo and document processing services, telecommunications, travel, vehicle fleet, and information and technology.

PART THREE

LOOKING FORWARD

During the 2007-08 year, the SIU will continue to conduct professional, efficient investigations, and develop deeper relationships with organizations and communities that have an interest in the work of the Unit.

The upward trend in the number of investigations conducted by the SIU requires a review of staffing levels and the achievement of new efficiencies in order to meet the challenges posed by the increase in the workload. The Unit remains confident that it will continue to receive the same level of support and cooperation from the Ministry of the Attorney General as it has always enjoyed.

The SIU will continue work on performance standards, engaging staff and stakeholders in the development of new measures. In this regard, the Unit has a powerful new tool to harness the dedication, initiative and ingenuity of its staff – the Balanced Scorecard process. The office looks forward to the opportunity to report next year on the successes realized through this vehicle. There is every confidence that through the Balanced Scorecard process, the SIU will continue to be well positioned to *meet challenges and add value* in the work that it does.

APPENDIX A

SIU Occurrences

Type of Occurrences	96 - 97	97 - 98	98 - 99	99 - 00	00 - 01	01 - 02	02 - 03	03 - 04	04 - 05	05 - 06	06 - 07
Firearm Deaths	9	4	1	3	5	4	1	2	8	8	6
Firearm Injuries	12	10	9	8	8	5	9	8	4	10	11
Custody Deaths	24	12	18	21	18	19	17	26	15	22	35
Custody Injuries	42	52	65	60	85	75	86	90	58	107	129
Other Injuries/Deaths	n/a	n/a	n/a	1	2	1	1	0	2	0	0
Vehicle Deaths	8	5	12	10	8	12	7	9	9	9	5
Vehicle Injuries	57	56	64	43	36	31	21	41	30	25	28
Sexual Assault Complaints	8	9	11	10	15	15	9	16	11	23	24
TOTALS	160	148	180	156	177	162	151	192	137	204	238
Number of cases in which charges laid (number of officers charged)	3	2	3(6)	6(6)	5(9)	4(5)	4(4)	2(2)	3(4)	4(4)	2(2)

Case Closure Statistics

	2002-03	2003-04	2004-05	2005-06	2006-07
Total # of Cases[1]	142	167	117	176	221
Average # of days to close	14.68	20.71	23.93	25.51	28.8
# of cases closed within 30 days	131	132	89	119	151
% of cases closed within 30 days	92.25%	79.04%	76.07%	67.61%	68.33%

[1] The number of closed cases is necessarily less than the total occurrences in 2006-07 as a number of cases resulted in investigations that were ongoing at the end of the fiscal year. In addition, the cases in which charges were laid are not considered "closed," and were omitted from this figure, since further investigation and legal proceedings in relation to those cases may take months and even years.

APPENDIX B

SIU Case Breakdown
by County, Police Service and Population

COUNTY	POP.*	POLICE SERVICE	Total Cases	% of Total Cases	Firearm Injuries	Firearm Deaths	Custody Injuries	Custody Deaths	Vehicular Injuries	Vehicular Deaths	Sexual Assault Complaints
SIU CENTRAL REGION											
Dufferin County	54,436	OPP Dufferin Detachment	1	0.4%			1				
Haldimand	45,249	OPP Haldimand County Detachment	1	0.4%							1
Brant County ‡	125,099	Brantford Police Service	3	1.3%			3				
Halton Regional Municipality	439,256	Halton Regional Police Service	8	3.4%	1		6			1	
Simcoe County	422,204	Barrie Police Service	2	0.8%			2				
		Midland Police Service	1	0.4%			1				
		OPP Collingwood	2	0.8%			1		1		
		OPP Nottawasaga Detachment	3	1.3%			1	2			
		OPP Orillia Detachment	1	0.4%							1
		OPP Huronia West Detachment	2	0.8%	1		1				
Niagara Regional Municipality	427,241	Niagara Regional Police Service	13	5.5%			5		1		7
		OPP Niagara Detachment	1	0.4%					1		
Hamilton Division	504,559	Hamilton Police Service	9	3.8%	1		2	4	2		
		OPP Hamilton Detachment	1	0.4%			1				
Durham Regional Municipality	561,258	Durham Regional Police Service	10	4.2%	1		6		2		1
York Regional Municipality	892,712	York Regional Police Service	11	4.6%	1	2	5		2		1
Peel Regional Municipality	1,159,405	Peel Regional Police Service	10	4.2%	1	1	4	4			
TOTAL SIU CENTRAL REGION	**4,693,982 •**	**[% of Ontario's population= 36.4%]**	**79**	**33.2%**	**6**	**3**	**39**	**10**	**9**	**1**	**11**
SIU TORONTO REGION											
Toronto Division	2,503,281	Toronto Police Service	55	23.1%	4	2	37	6	5		1
TOTAL SIU TORONTO REGION	**2,503,281 •**	**[%of Ontario's population= 21.7%]**	**55**	**23.1%**	**4**	**2**	**37**	**6**	**5**	**0**	**1**

COUNTY	POP.*	POLICE SERVICE	Total Cases	% of Total Cases	Firearm Injuries	Firearm Deaths	Custody Injuries	Custody Deaths	Vehicular Injuries	Vehicular Deaths	Sexual Assault Complaints
SIU EASTERN REGION											
Prince Edward Division	25,496	Belleville Police Service	2	0.8%					1	1	
		OPP Prince Edward Detachment	1	0.4%			1				
Prescott and Russell United Counties	80,184	OPP Hawkesbury	2	0.8%							2
Leeds and Grenville United Counties	99,206	Brockville Police Service	1	0.4%			1				
		OPP Kemptville Detachment	1	0.4%			1				
		OPP Thousand Islands Detachment	1	0.4%							1
Stormont, Dundas and Glengary United Counties †	110,399	OPP Stormont, Dundas & Glegarry Detachment	1	0.4%			1				
Hastings County †	130,474	OPP Quinte West Detachment	1	0.4%			1				
Frontenac County	143,865	Kingston Police Service	1	0.4%			1				
Ottawa Division	812,129	Ottawa Police Service	13	5.5%			6	5	1		1
Kawartha Lakes Division	74,561	City of Kawartha Police Service	2	0.8%	1					1	
		OPP The City of Kawartha Lakes Detachment	1	0.4%					1		
Northumberland County	80,693	Cobourg Police Service	1	0.4%					1		
Peterborough County	133,080	Peterborough-Lakefield Community Police Service	2	0.8%			1		1		
TOTAL SIU EASTERN REGION	**1,908,106 ***	**[% of Ontario's population= 16.0%]**	30	12.6% †	1	0	13	5	5	2	4
SIU NORTHERN REGION											
Parry Sound District	40,918	OPP Noelville Detachment	1	0.4%							1
Muskoka District Municipality †	57,563	OPP Bracebridge Detachment	1	0.4%			1				
Timiskaming District	33,283	Timiskaming Shore Police Service	1	0.4%				1			
Kenora District †	64,419	OPP Sioux Lookout Detachment	1	0.4%			1				
Nipissing District †	84,688	North Bay Police Service	2	0.8%			1				1
		OPP North Bay Detachment	2	0.8%			1	1			
Cochrane District †	82,503	Timmins Police Service	1	0.4%				1			
Algoma District †	117,461	Michipicoten Township Police Service	1	0.4%				1			
		Sault Ste. Marie Police Service	3	1.3%			1			1	1
		OPP Sault Ste. Marie Detachment	1	0.4%			1				
		OPP White River Detachment	1	0.4%				1			
Thunder Bay District †	149,063	Thunder Bay Police Service	2	0.8%			1				1
		OPP Thunder Bay Detachment	1	0.4%				1			
Greater Sudbury Division	157,857	Greater Sudbury Police Service	7	2.9%			3			1	3
TOTAL SIU NORTHERN REGION	**843,801 ***	**[%of Ontario's population= 7.4%]**	25	10.5% †	0	0	10	6	0	2	7

COUNTY	POP.*	POLICE SERVICE	Total Cases	% of Total Cases	Firearm Injuries	Firearm Deaths	Custody Injuries	Custody Deaths	Vehicular Injuries	Vehicular Deaths	Sexual Assault Complaints
SIU WESTERN REGION											
Bruce County	65,349	Saugeen Shores Police Service	1	0.4%			1				
		Hanover Police Service	1	0.4%					1		
		OPP Bruce Peninsula Detachment	1	0.4%			1				
Elgin County	88,351	OPP Elgin Detachment	1	0.4%					1		
Grey County	92,411	OPP Grey Detachment	1	0.4%					1		
Oxford County	102,756	Oxford Community Police Service	1	0.4%				1			
		OPP Oxford Detachment	1	0.4%					1		
Chatham-Kent Division	108,589	Chatham-Kent Police Service	2	0.8%			1				1
Lambton County	128,204	Sarnia Police Service	3	1.3%		1	1	1			
		OPP Lambton Detachment	1	0.4%			1				
Wellington County	200,425	Guelph Police Service	2	0.8%			2				
		OPP Wellington Detachment	2	0.8%			1		1		
Essex County	393,402	Windsor Police Service	6	2.5%			4	2			
		OPP Tecumseh Detachment	1	0.4%			1				
Middlesex County †	423,333	London Police Service	14	5.9%			10	2	2		
Waterloo Regional Municipality	478,121	Waterloo Regional Police Service	9	3.8%			7	1	1		
		OPP Cambridge Detachment	2	0.8%				1	1		
TOTAL SIU WESTERN REGION	**2,211,610 ***	**(% of Ontario's population = 18.5%)**	**49**	**20.6% †**	**0**	**1**	**30**	**8**	**9**	**0**	**1**
TOTAL SIU REGIONS	**12,160,780**		**238**	**100%**	**11**	**6**	**129**	**35**	**28**	**5**	**24**

Note: Chart only represents police services with SIU Occurrences.

* Population information provided by 2006 Census Canada - Statistics Canada excludes First Nations data where enumeration was incomplete. For further information please refer to the Statistics Canada website. The total population for each region includes a population figure for counties in which no SIU cases took place, and therefore are not listed on the chart.

† Inconsistencies in total percentages are due to rounding.

ONTARIO POLICE SERVICES ACT, 1990 PART VII

SPECIAL INVESTIGATIONS UNIT

Section 113.
(1) There shall be a special investigations unit of the Ministry of the Solicitor General.

(2) The unit shall consist of a director appointed by the Lieutenant Governor in Council on the recommendation of the Solicitor General and investigators appointed under the Public Service Act.

(3) A person who is a police officer or former police officer shall not be appointed as director, and persons who are police officers shall not be appointed as investigators.

(4) The director and investigators are peace officers.

(5) The director may, on his or her own initiative, and shall, at the request of the Solicitor General or Attorney General, cause investigations to be conducted into the circumstances of serious injuries and deaths that may have resulted from criminal offences committed by police officers.

(6) An investigator shall not participate in an investigation that relates to members of a police force of which he or she was a member.

(7) If there are reasonable grounds to do so in his or her opinion, the director shall cause informations to be laid against police officers in connection with the matters investigated and shall refer them to the Crown Attorney for prosecution.

(8) The director shall report the results of investigations to the Attorney General.

(9) Members of police forces shall co-operate fully with the members of the unit in the conduct of investigations.

Order in Council 814/93:
(1) the administration of Part VII of this Act be assigned and transferred from the Solicitor General and Minister of Correctional Services to the Attorney General, effective April 8, 1993, and

(2) the powers and duties of Solicitor General, now vested in the Solicitor General and Minister of Correctional Services, pertaining to the Special Investigations Unit, with the exceptions of that set out in subsection 113 (5) of this Act, be assigned and transferred to the Attorney General, effective April 8, 1993.

Regulations 673/98:
Effective January 1, 1999, this Regulation was enacted and details the conduct and duties of police officers respecting investigations by the Special Investigations Unit.

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